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U. S. POSTAGE  
PAID  
New York, N. Y.  
Permit 5581

# News Letter

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No. 88

December 4, 1931

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## Before-and-After Package Exhibit

The Association has arranged for a Before-and-After exhibit of packages which will be conducted at the Packaging Exposition by the American Management Association itself. The Association is anxious to secure approximately forty new packages and their predecessors as a means of demonstrating to those attending the Packaging Exposition the vast improvements that can be made in the appearance and effectiveness of the package. The Before-and-After exhibit will be arranged by the Diorama Company, specialists in display.

Those interested are invited to write the Association at 20 Vesey Street, New York, N. Y.

## Wolf Package Competition

Members who are interested in securing information concerning the Wolf Package Competition can write the Association, 20 Vesey Street, New York City, for a copy of the announcement.

## Officers and Directors

At a meeting of the Board of Directors of the Association in Cleveland on November 11, 1931, the following officers were elected:

*Chairman of the Board*

SAM A. LEWISOHN, Vice President and Treasurer,  
Miami Copper Company.

*President*

W. J. GRAHAM, Vice President, Equitable Life  
Assurance Society of the U. S. A.

*Vice President in Charge of Programs and  
Publications*

ARTHUR H. YOUNG, Secretary, Industrial Relations  
Counselors, Inc.

*Vice President in Charge of Finance Committee*

HAROLD V. COES, Manager, Industrial Department,  
Ford, Bacon & Davis, Inc.

*Vice President in Charge, Personnel Division*

HARVEY G. ELLERD, Director of Personnel,  
Armour and Company.

*Vice President in Charge, Office Management  
Division*

COOKE LEWIS, Vice President, Liberty Mutual Insurance  
Company.

*Vice President in Charge, Financial Division*

E. E. Lincoln, Economist, E. I. du Pont de Nemours & Company.

*Vice President in Charge, Public Relations Division*

C. ALISON SCULLY, Vice President, Bank of Manhattan  
Trust Company.

*Vice President in Charge, Production Division*

O. D. REICH, Vice President and Works Manager,  
Dexter Folder Company.

*Vice President in Charge, Shop Methods Division*

P. L. DILDINE, Manager-Factory Standards, B.  
F. Goodrich Company.

*Vice President in Charge, Insurance Division*

P. D. BETTERLEY, Assistant Treasurer, Graton &  
Knight Company.

*Vice President in Charge, Industrial Marketing  
Division*

C. J. STILWELL, Vice President, The Warner &  
Swasey Company.

*Vice President in Charge, Consumer Marketing  
Division*

IRWIN D. WOLF, Secretary, Kaufmann Department  
Stores, Inc.

*Vice President and Treasurer*

H. B. GILMORE, Secretary, Western Electric  
Company, Inc.

*Assistant Treasurer*

E. R. FINCH, Assistant Secretary, Western Electric  
Company, Inc.

*Vice President and Managing Director*

W. J. DONALD.

*Secretary*

The Managing Director announced the appointment  
of KENNETH B. ANDERSEN as Secretary of the  
Association.



## Newly Elected Directors

At the Annual Meeting of the Association in Cleveland on November 11, 1931, the following directors were elected for the three year term, 1931-1934:

P. L. DILDINE, Manager, Factory Standards, B. F. Goodrich Company.

IRWIN D. WOLF, Secretary, Kaufmann Department Stores, Inc.

E. S. LAROSE, Assistant Controller, Bausch & Lomb Optical Company.

H. R. LANE, Vice President, The Kendall Company.

E. E. BRINKMAN, Industrial Engineer, Holeproof Hosiery Company.

CLEMENT SAY, Secretary and Treasurer, Northern Electric Company.

WILLARD S. WORCESTER, Secretary and Treasurer, Square D Company.

OLIVER F. BENZ, Director of Sales, Du Pont Celophane Company.

J. H. MACLEOD, Vice President, The Hinde & Dauch Paper Company.

C. A. BETHGE, Vice President, Chicago Mail Order Company.

## Production Divisions

After careful consideration by the Board of Directors, the Finance Committee and the Executive Committee, it has been decided to change the existing Production Division to a **Job Order Production Division** with O. D. REICH, Vice President and Works Manager, Dexter Folder Company, as Vice President in Charge.

The existing Shop Methods Division has been changed to **Mass Production Division** with P. L. DILDINE, Manager-Factory Standards, B. F. Goodrich Company, as Vice President in Charge.

The program on **Production Planning and Control** scheduled for the existing Shop Methods Division will be held by the Mass Production Division in Dayton, January 19 and 20.

The meeting planned for Chicago in March will be held by the Job Order Production Division, the subject being **Long Range Production Planning**.

This decision was based on the conviction that interest in the activities of the Association in these production fields divides more naturally on the basis of the character of the production situation rather than upon the character of the problem. Shop methods problems are an integral part of production whether in a job order situation or a mass production situation.

## Production Planning Conference

In order to insure plant viability during operating it has been found advisable to dates of the Production Planning Conference to Tuesday and Wednesday, January 20, 1932. The Conference will be held at the Cleve Hotel, Dayton, Ohio.

The following companies are attending this Conference to visit the plant on Tuesday afternoon:

The Crawford, MacGregor Company  
The Dayton Rubber Manufacturing Company  
Dayton Steel Foundry Company  
Delco Products Corporation  
Frigidaire Corporation  
General Motors Radio Corporation  
Harris-Seybold-Potter Company  
The Inland Manufacturing Company  
The Lowe Brothers Company  
The McCall Company  
The National Cash Register Company  
U. S. Army Air Service Division, Wright Field.

The remaining three half-days will be devoted to production planning for mass production, job order production and production plants. A descriptive demonstration of forms and methods used in production plant will be presented. The National Cash Register Company, the rection of R. F. WHISLER, Head of the Production Department. The job order descriptive demonstration of forms and methods followed by the Gleason Company, New York. It is being presented by A. E. CROCKETT, Secretary of the Production Council, Rochester, New York. Procedure in the modified mass production plant will be outlined by a group under the direction of CRAIGMILE, General Superintendent of the Manufacturing Company, Chicago.

On Tuesday evening there will be a social gathering. The two papers scheduled are **Translating the Long Range Production Planning Program**, by G. M. FULLARTON, Superintendent of Manufacturing Works, Western Electric Company, and **Contributions of the Shop Method to Long Term Planning**, by T. G. GIBSON, Manager of the Production Department, The B. F. Goodrich Co.

## Planning and Control Conference

Plant visits when factories are found advisable to change the Planning and Control Conference will be held at the Van Winkle Hotel, Toledo, Ohio.

Companies have invited those attending to visit their Dayton Plants.

Gregor Canby Company  
Manufacturing Company  
Corporation

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Company

Register Company  
service—Material Engineering  
Field.

The half-day sessions will be devoted to planning and control in the field of order, and modified mass production. A description of technique and plans and methods for the mass plant will be presented by a group from the Register Company under the direction of C. L. Head, Standards Department. The description will be based on work done at the Gleason Works, Rochester, represented by a group organized by the Secretary, Industrial Management Committee, Chamber of Commerce. The modified mass production plant will be under the direction of C. S. Belden, Superintendent, Belden Manufacturing Company, Chicago.

There will be a dinner meeting scheduled for this session featuring Range Plans into a Shop. GULLARTON, Assistant Superintendent, Planning, Hawthorne Electric Company, and The Comparison Methods Man to Long G. GRAHAM, Vice President,

## Extra Copies of Publications Available to Members Only on

### General Management

- How the Manufacturer Copes With the Fashion, Style and Art Problems—G. M. 98..... \$1.00  
By PAUL BONNER, PAUL THOMAS, J. E. ALCOTT and H. E. NOCK.
- The Renaissance of Art in American Business—G. M. 99 ..... 75  
By RALPH ABERCROMBIE, Manager, Dress Goods Retailers Department, Cheney Brothers.
- Additional Compensation Based Upon Performance in the White Sewing Machine Company—G. M. 100 ..... 75  
By A. S. RODGERS, President.
- Executive Bonuses in the American Rolling Mill Company—G. M. 101 ..... 75  
By S. R. RECTANUS.
- Employee Training in the Northern Indiana Public Service Company—G. M. 102 ..... 75  
By MORSE DELPLAIN, Vice-President.
- Some of the Conditions Which Are Bringing Forth Mergers—G. M. 103 ..... 75  
By O. W. VISSCHER, Editor, La Salle Extension Bulletin, La Salle Extension University.

### Shop Methods

- Shop Methods—S. M. 1 ..... \$1.50  
By P. L. DILDINE, E. E. BRINKMAN, W. T. FOULTZ, R. H. MAXSON and S. M. WOODWARD.
- Process Development—S. M. 2 ..... 1.50  
By C. A. PURDY, G. E. SCHULZ, E. O. LARSON, GEORGE S. CASE, LEONARD BAKER, C. E. STEVENS, C. W. BROSTEDT, R. C. BENNETT, JOHN D. LANON and JOHN W. HALLOCK.

### Insurance

- Use and Occupancy Insurance—Ins. 5 ..... \$.50  
By P. D. BETTERLEY, Assistant Treasurer, Graton & Knight Company.
- Employers' Public and Contingent Liability Risks—Ins. 6 ..... .50  
By D. M. LOUGHMAN, Insurance Director, General Outdoor Advertising Company, Inc.
- Catastrophe Hazards—Ins. 7 ..... .50  
By P. D. BETTERLEY, Assistant Treasurer, Graton & Knight Company.
- Stabilizing a Business Enterprise Through Life Insurance—Ins. 8 ..... .50  
By EDWARD M. McMAHON, Second Vice-President, The Chase National Bank of the City of New York.

### Public Relations

- Management's Responsibilities—The Changing Attitudes of the Public, the Consumer, Employees, Management Itself—P. R. 1 ..... \$.75  
By WILLIAM J. GRAHAM, Vice-President, The Equitable Life Assurance Society of the United States, President, American Management Association.

## **Industrial Marketing**

- |   |        |
|---|--------|
| <input type="checkbox"/> An Approach to the Problem of the Development of Industrial Salesmen—I. M. 10 .....  | \$ .75 |
| By W. A. McDERMID, Consultant in Sales Management.  |        |
| <input type="checkbox"/> Industrial Marketing Research—I. M. 11.....  | .75    |
| By WALTER EMERY, Director of Commercial Research, United States Rubber Company.   |        |
| <input type="checkbox"/> Industrial Marketing Data—I. M. 12.....  | 1.00   |
| Sources of Information in the Department of Commerce: Bureau of the Census, Bureau of Foreign and Domestic Commerce, Bureau of Mines and Bureau of Standards. |        |

## **Consumer Marketing**

- Progressive Packaging—C. M. 6 ..... \$1.50  
By C. B. LARRABEE, BEN NASH, ARTHUR H. OGLE,  
JOHNSON ROGERS, EDWARD DAHILL, ARTHUR S.  
ALLEN, D. E. A. CHARLTON, J. D. MALCOLMSON,  
H. H. JONES, C. F. WILDING, E. C. PRESTON,  
L. B. STEELE, HOWARD OTTEN and ERNST B.  
FISINGER.

## **Personnel**

- The United States Rubber Company's Use of a Dismissal Wage—Pers. 6 ..... \$ .75  
By E. H. LITTLE, Assistant Supervisor of Industrial Relations.
  - The Man Over Forty—The Relation of Health to His Employment—Pers. 7 ..... .75  
By EUGENE LYMAN FISK, M.D., Medical Director, Life Extension Institute, Inc.

The Association prints a small supply of extra copies of publications in order to meet the needs of members who wish extra copies for distribution within the company.

### **From the list prices**

Individual members may deduct 20%  
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